

*Copy of report on OIT 1987*OIT #0384-87
24 June 1987

MEMORANDUM FOR: Deputy Director for Administration

FROM: Edward J. Maloney
Director of Information TechnologySUBJECT: Observations on the [] Report on
the Agency Payroll Function

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Bill--

1. I have read the report you sent me on the Agency payroll function shared by []. Let me add my observations. On the surface, it would appear that we all know where we want to go, i.e., large, neat, well-integrated administrative systems that can serve a whole host of needs from pay-tech to deputy director, with very strong data discipline and simplicity from which we could evolve for the next ten to twenty years. The team looked at corporate data and OIT management, and then tried to develop the issues associated with building a payroll function from a variety of different perspectives.

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2. They confirmed that each of the offices has a different perspective on the issues. I agree with most of their observations. What they were unable to do, however, was come to grips with the need to fundamentally change the way we approach the problem. OF and OP must show more leadership in what needs to be done (requirements); and OIT needs to show more leadership in how we ought to do it. Right now all of us are too involved telling the other guy how to do his job. The DOS concept will, I hope, move us to an environment where the customer office makes most of the calls.

3. I agree, and have already talked to [] that we need to move early on defining the data elements that are to be part of the corporate data system. Gene will do this. This confusion, together with the confusion (perhaps anxiety) associated with the DOS activity, and overlaid with the stress of not enough people to get done the things that we want, all make for a very tough environment to dig out of. As you and I have discussed over the past two years, some of the things under way are to affect fundamental change. That does not come easily or painlessly.

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4. The authors of the report observe that there are a lot of issues that are tough to deal with, that we all (OF, OP and OIT) ought to work as a team to get all aspects of the issues resolved. Team work is great but I submit

that is what we have been trying to do for the last ten years and we have paid a high price in the rare examples where it has worked. For the most part, I don't believe it has ever really worked and I don't believe it is working now. Of course there are areas where team work is essential but overlaying team work must be clear lines of responsibility and accountability. Anything short of dramatic action in this particular area will be a signal for everyone to keep plugging away as before. Someone must be in charge; someone must be accountable.

5. My vote is to move the responsibility for all compensation systems to the Office of Personnel. This doesn't have to mean people, positions, career service, etc.); it does mean that OP will speak as THE responsible author of priorities and requirements of our compensation systems PERIOD. Let's get on with it.



Edward J. Maloney

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